TRADOC
CIVILIAN WORKFORCE PLANNING

Given by the TRADOC DCSPIL Civilian Personnel Director
May 26, 2004

PURPOSE:
Update HQ TRADOC Leaders on Civilian Workforce Initiatives

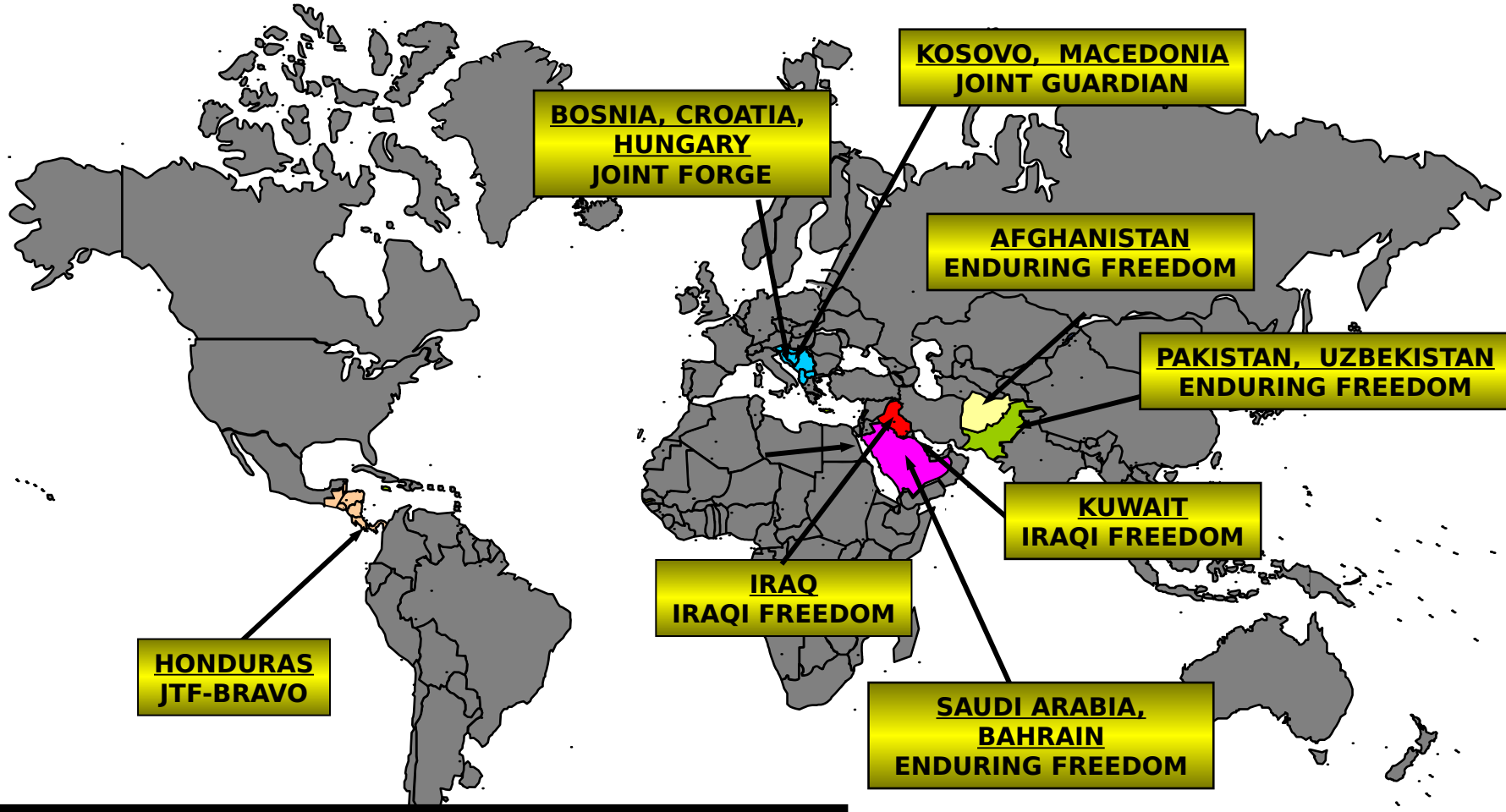
Agenda

- Challenges
- TRADOC Civilian Workforce Demographics
- Employee Performance and Recognition
- Training and Leader Development
- Army Attitude Survey
- National Security Personnel System
- Senior Army Workforce
- Military/Civilian Conversion
- Human Capital Planning

Challenges
Preparing for the Future

Management Challenges	CPD Challenges
Trained and Ready	Leadership Training
Recognition	Forecast
Career Enhancement	Fill Jobs Fast
Transition	3000 New Jobs
Changing Skill Requirements	Transition Skills
Change Management	Program Evaluation

Civilians Deployed



DA CIVILIANS	1,911
DA CONTRACTORS	4,436
OTHERS (RED CROSS & AAFES)	477
TOTAL	6,824

OTHER OPERATIONS & EXERCISES

AS OF 10 May 04

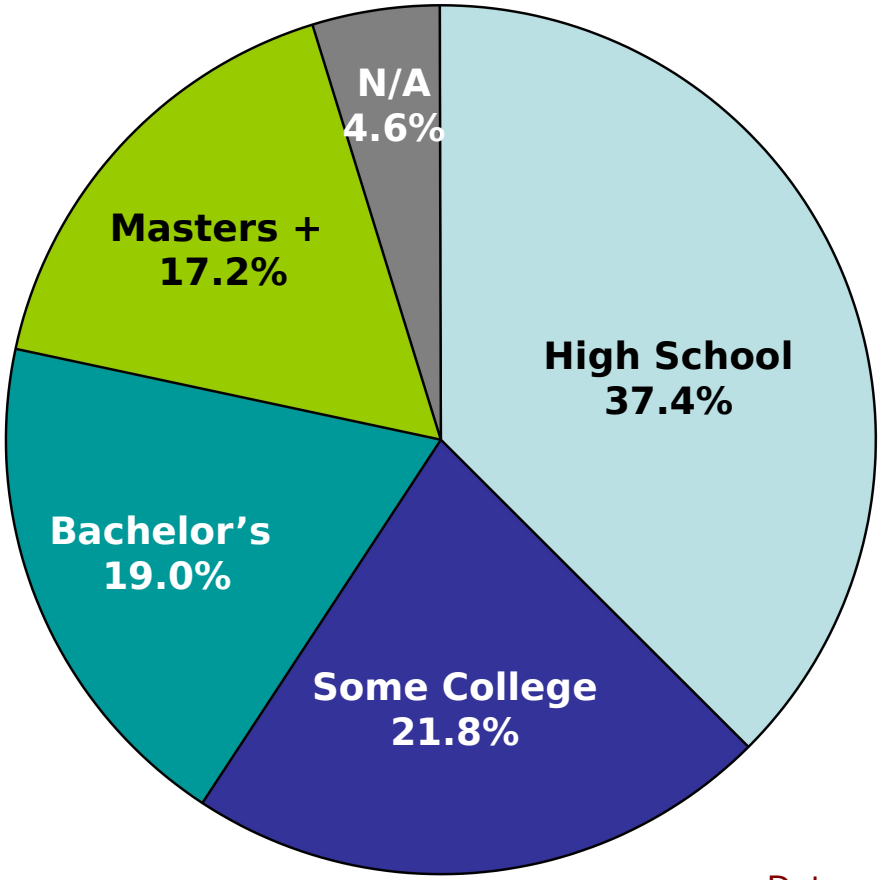
TRADOC Civilian Work Force Profile (Demographics)

Data as of May '04

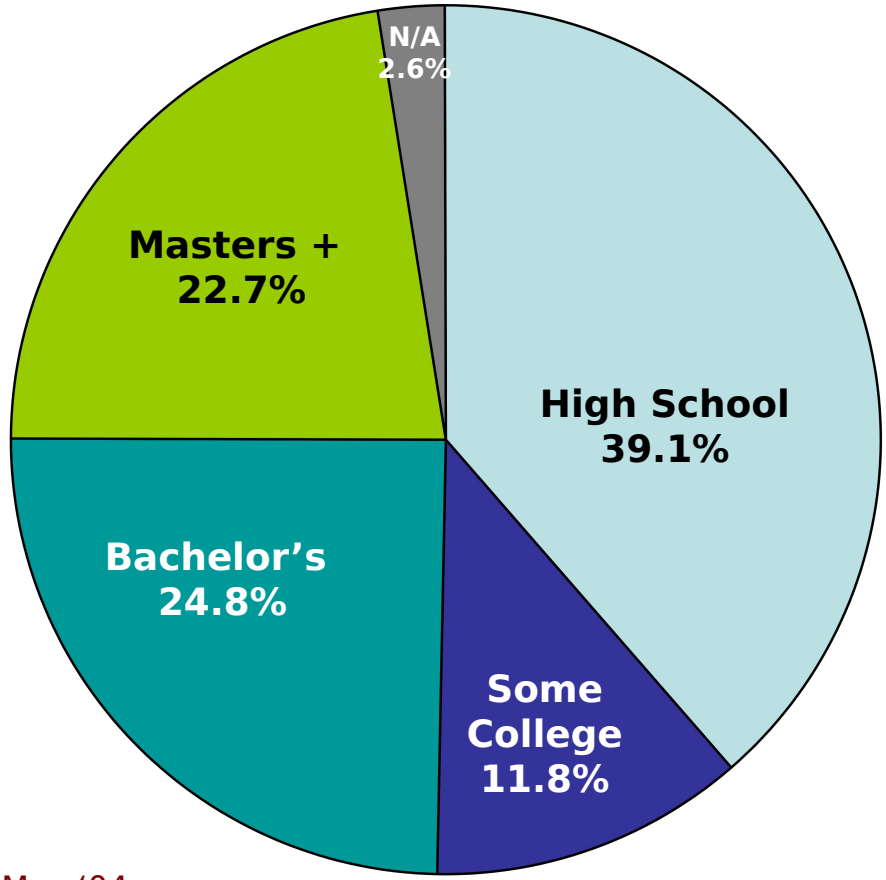
	All TRADOC	HQ TRADOC
Total Civilian AF Population:	12,261	855
Total Permanent:	11,201	834
Total Temporary:	1,060	21
Total GS/AD Employees:	11,549	845
Total WG Employees:	700	0
Total SES Employees:	10	4
GS Average Grade:	9	11
Average Age:	50	50
Average Years of Service:	17	20
Women:	45%	56%
Men:	55%	44%
Minority:	27%	27%
Eligible for Optional/VERA Retirement:	16% | 24%	17% | 32%
Eligible for Retirement-TOTAL:	40%	49%

TRADOC Civilian Work Force Education Demographics

All TRADOC

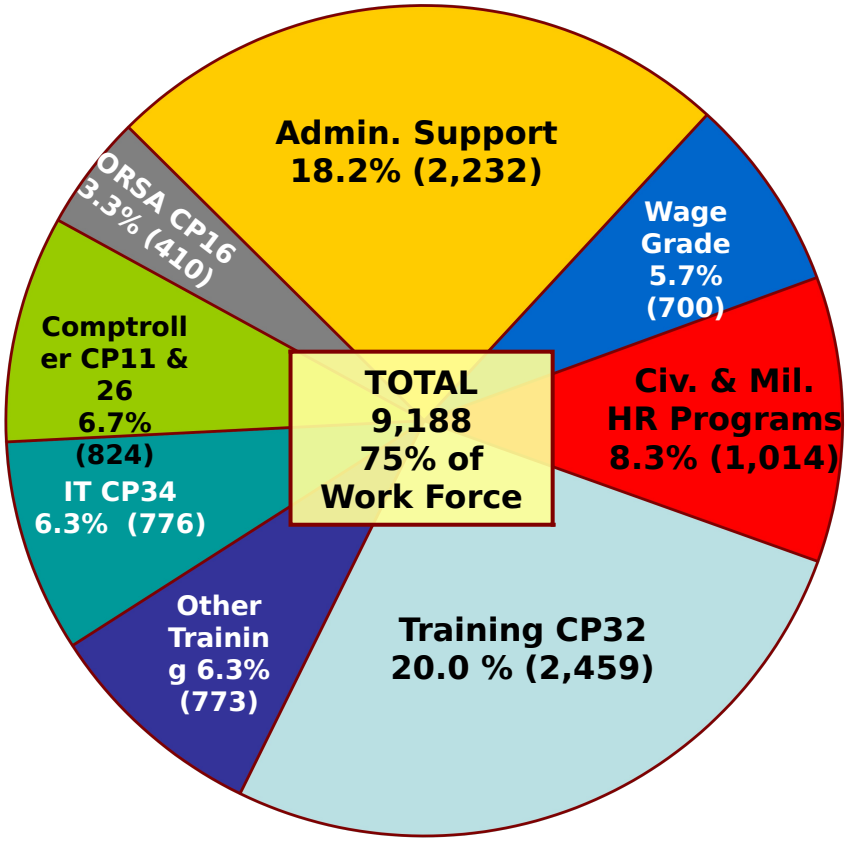


HQ TRADOC



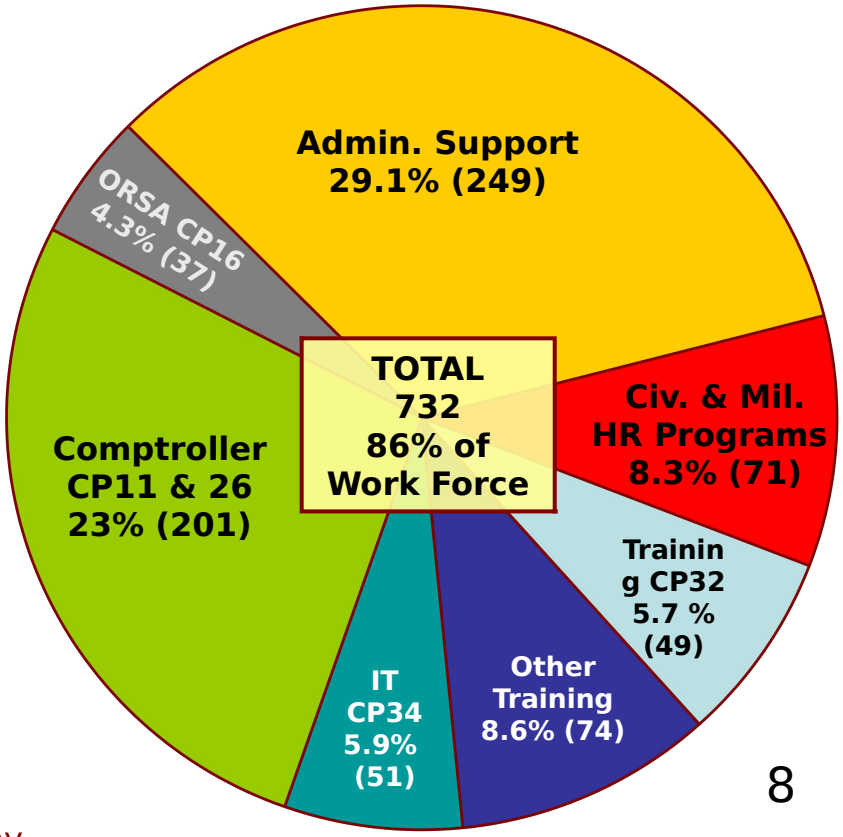
Data as of May '04

TRADOC Civilian Work Force Career Field Breakdowns



All TRADOC 12,261

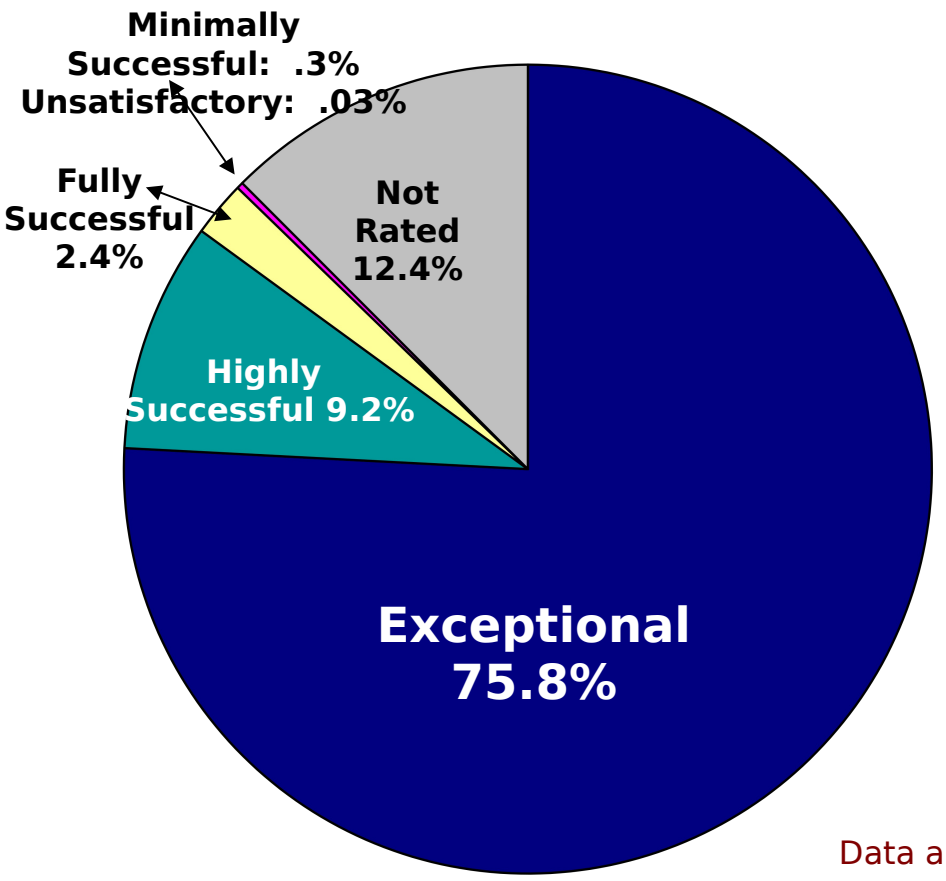
HQ TRADOC 855



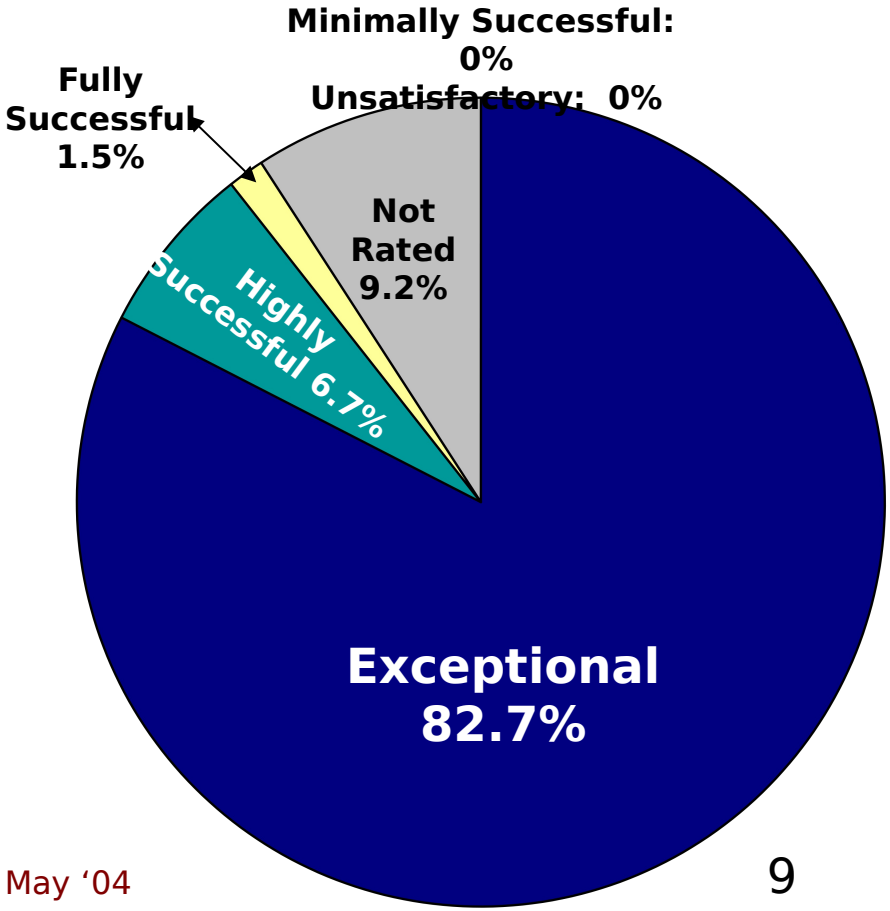
Data as of May

TRADOC Civilian Employee Performance Rating Of Record

All TRADOC



HQ TRADOC



Data as of May '04

TRADOC Civilian Monetary Award Distribution December '02 Thru December '03*

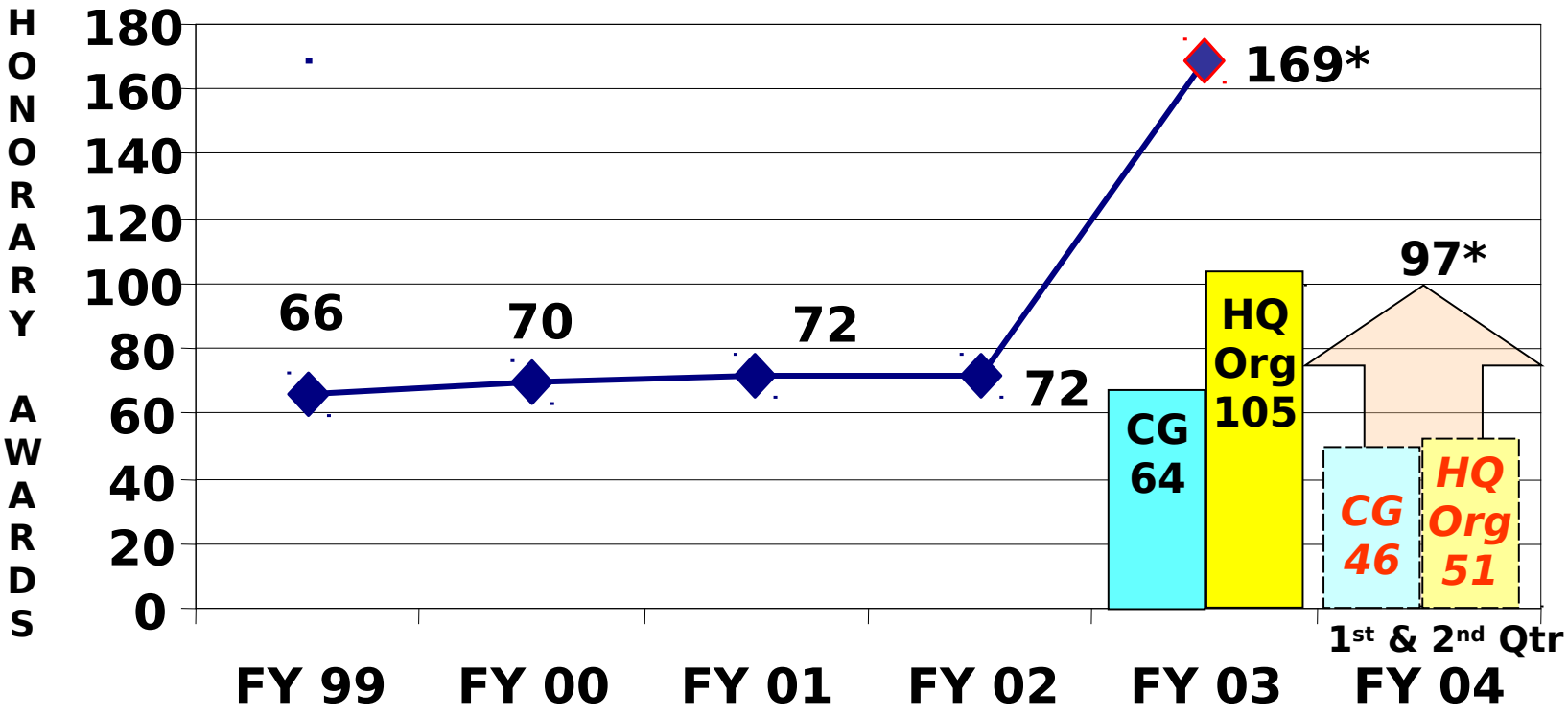
ALL TRADOC	Minorities		Non-Minorities		Total
Invention Cash Award:	1	100%	0	0%	**1**
On the Spot Cash Award:	786	29%	1,920	71%	**2,706**
Time Off Award:	4,037	33%	8,024	67%	**12,061**
Performance Award:	2,011	28%	5,047	72%	**7,058**
Special Act or Service Award:	855	27%	2,268	73%	**3,123**
Suggestion Cash Award:	1	11%	8	89%	**9**
Other Cash Recognition:	0	0%	3	100%	**3**
TOTAL CASH AWARDS:	**7,691**	**31%**	**17,270**	**69%**	**24,961**

24,961 Monetary Awards given to approx. 20,000 Employees

HQ TRADOC	Minorities		Non-Minorities		Total
On the Spot Cash Award:	42	37%	70	63%	**112**
Time Off Award:	174	32%	375	68%	**549**
Performance Award:	167	30%	384	70%	**551**
Special Act or Service Award:	133	30%	312	70%	**445**
Suggestion Cash Award:	0	0%	1	100%	**1**
TOTAL CASH AWARDS:	**516**	**31%**	**1,142**	**69%**	**1,658**

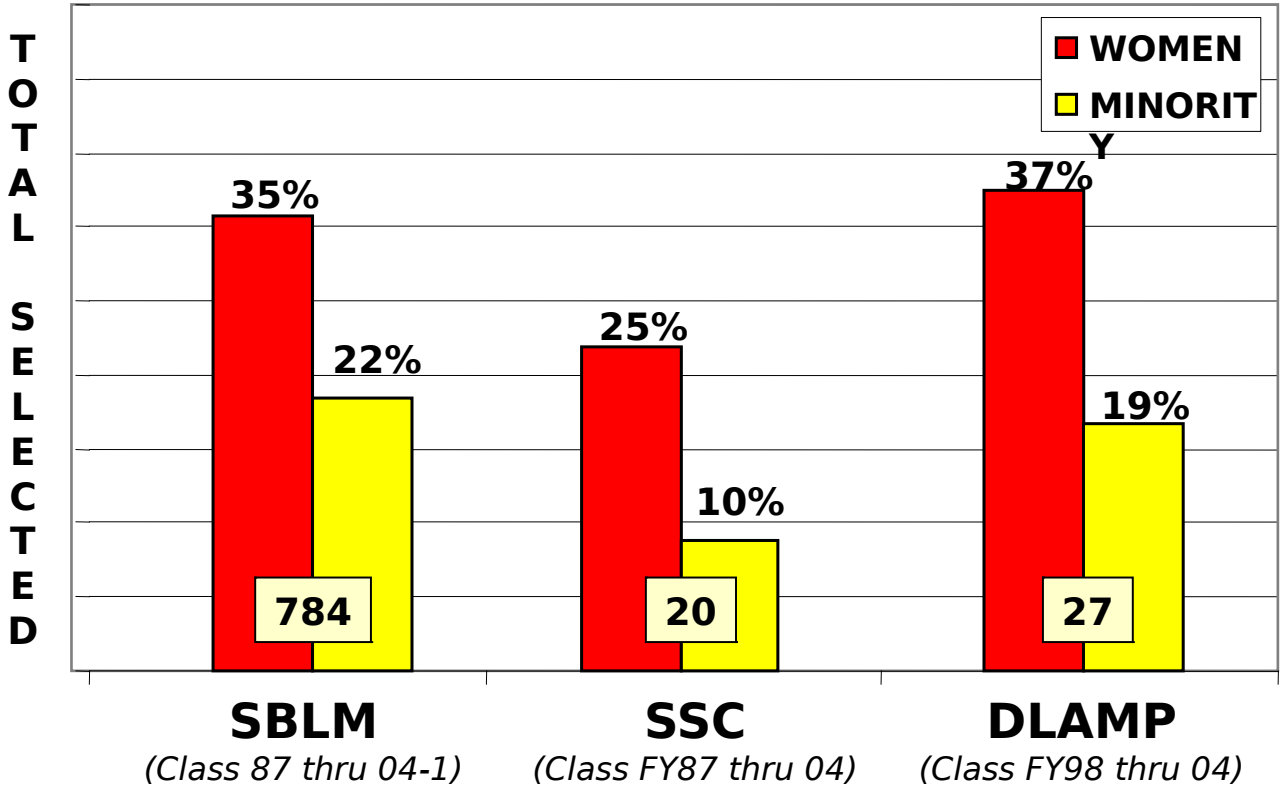
1,658Monetary Awards given to approx. 1,200 Employees

TRADOC Honorary Awards



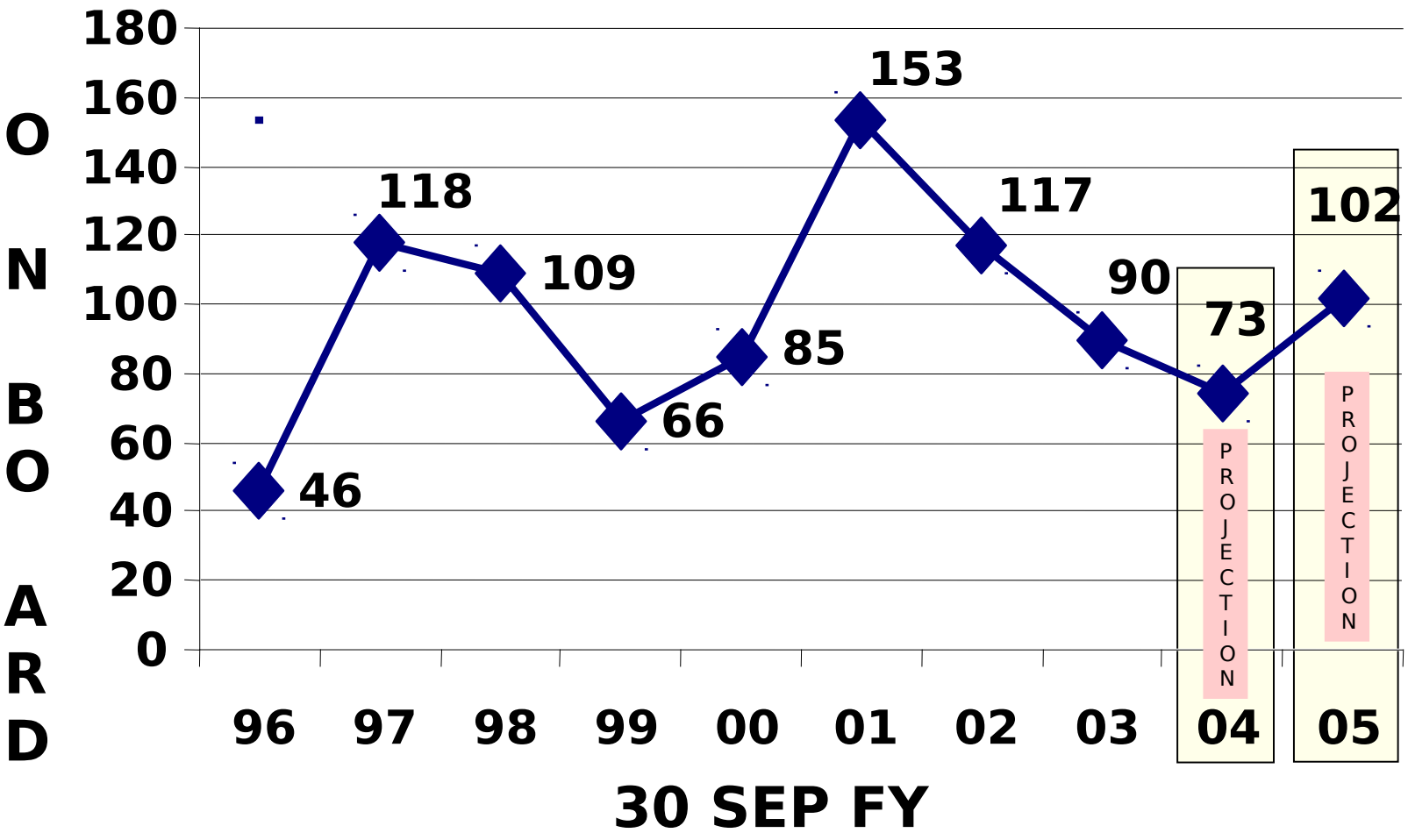
* Reinvention

Civilian Leader Development



- **SSC: 1 Participant in FY03; 2 in FY04 (neither selected)**
- **DLAMP: Suspended for FY03 & FY04**

DA ACTEDS Intern Program



** FY04—No new Army Interns*
** FY05—90 new Hires*

FY03 Civilian Attitude Survey

- **Army Wide Attitude Survey**
  - **34,404 Army responses**
  - **5,793 TRADOC responses**

- **TRADOC Scored Highest In Army And Above Army Average:**
  - **Satisfaction with management**
  - **Satisfaction with supervisors**
  - **Satisfaction with work groups**
  - **Satisfaction with job**
  - **Satisfaction with civilian personnel services**
  - **Satisfaction with grievance procedures**

- **TRADOC Scored At Or Below Army Average:**
  - **Satisfaction with awards**
  - **Satisfaction with promotion system**
  - **Satisfaction with training and development**

National Security Personnel System

- FY 2004 National Defense Authorization Act authorizes creation of the Department of Defense (DoD) National Security Personnel System
- Monumental change in traditional personnel system
- DoD with participation by components, OPM and employee representatives will develop the specific features, regulations, and policies.
- TRADOC is active participant with Department of Army/DOD.
- Preserves merit principles and veterans' preference
- Respects collective bargaining
- Phased implementation – FY04 to FY08

NSPS Key Provisions: Personnel System

- Pay banding (simplified job classification)
- New performance management system, linking pay to performance
- Streamlined, flexible hiring and advancement procedures
- Streamlined premium pay
- New reduction in force rules, emphasis on performance over longevity
- New labor management relations system
- New, streamlined employee appeals process

Objective

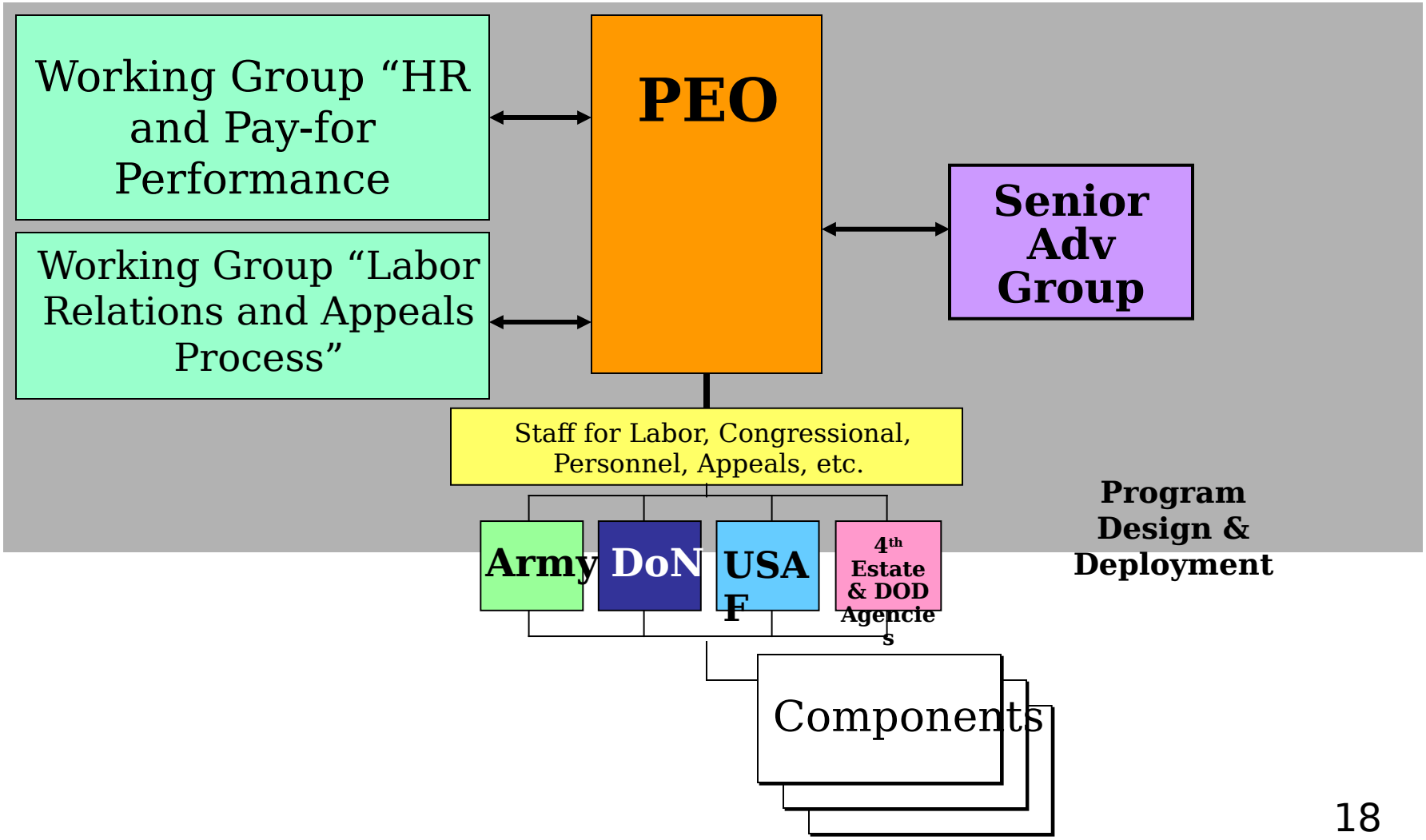
A DoD Human Resources environment promoting employee growth, initiative, performance and accountability that places the right person in the right job with the right skills at the right time at the right cost.

NSPS Key Provisions: Stand Alone

- **Voluntary early retirement & separation incentive pay authority (limited to 25K employees per year, not including BRAC)**
- **Appointment authority for up to 2,500 highly qualified experts**
- **Elimination of pay offset for rehired annuitants**
- **Special pay and benefits for certain employees outside the US**
- **Senior Executive Service (SES)**

All Implemented

NSPS PEO – Centered Organization



NSPS Strategic Engagement

- **SecDef ordered strategic review of NSPS – April 2004**
- **Fresh start – May 2004**
- **Communication with unions, managers, Congress, media**
- **Consultation with union leaders**
  - Working groups to support consultation – June 2004
  - Focus groups
- **Initial implementation through pilot deployment**
- **Training requirement – 230,000 employees & supervisors**
  - Most appropriated fund civilians
  - Military supervisors of civilians
  - Federal Wage System employees

Senior Army Workforce (SAW)

- **Centrally Managed Career Program for senior civilian Army leaders**

- **Includes Manager/Supervisor/Leader Positions GS 12-15**

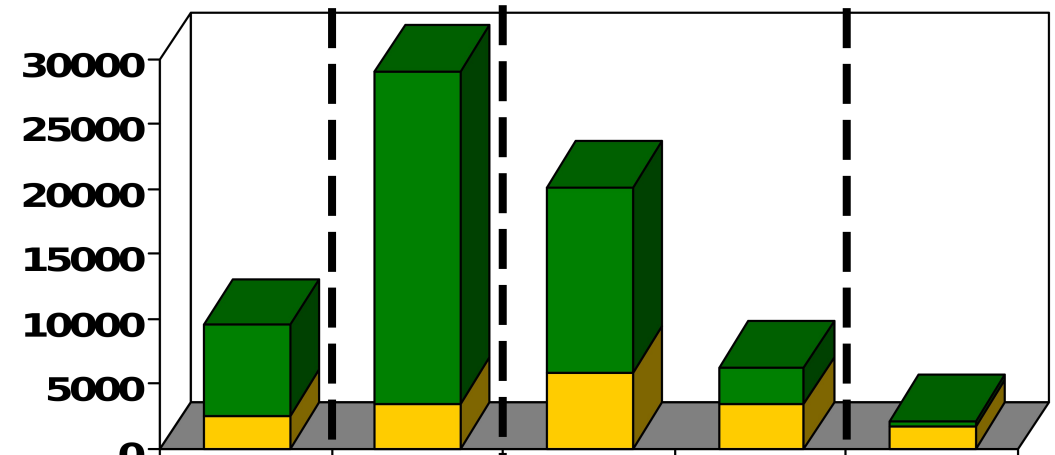
- **SAW Concept**
  - Centrally Managed
  - Structured/Resourced Training & Development
  - Mandatory Mobility
  - Multifunctional career tracks

Proposed Army SAW Positions

Total Army Civilians* 223,898

* Includes Wage Grade

SAW Positions
GS Civilians Grades 12-15
Supv/Mgr/Ldr
17,084 (7.6%)



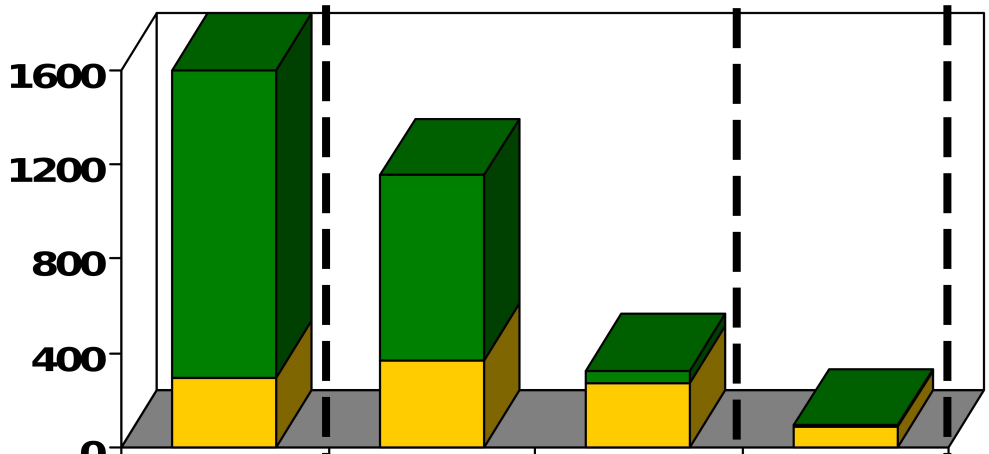
	Demo	GS 12	GS 13	GS 14	GS 15	
Non-SAW	7013	25634	14172	2829	417	50065
SAW Positions	2524	3477	5898	3485	1700	**1708**
Total	9537	29111	20070	6314	2117	**4**

Proposed TRADOC SAW Positions

Total TRADOC Civilians*
12,261

*** Includes Wage Grade**

SAW Positions
GS Civilians Grades 12-15 Supv/Mgr/Ldr
1,027 (8.4%)



	GS 12	GS 13	GS 14	GS 15
Non-SAW	1317	781	53	8
SAW Positions	296	371	273	87
Total	1613	1152	326	95

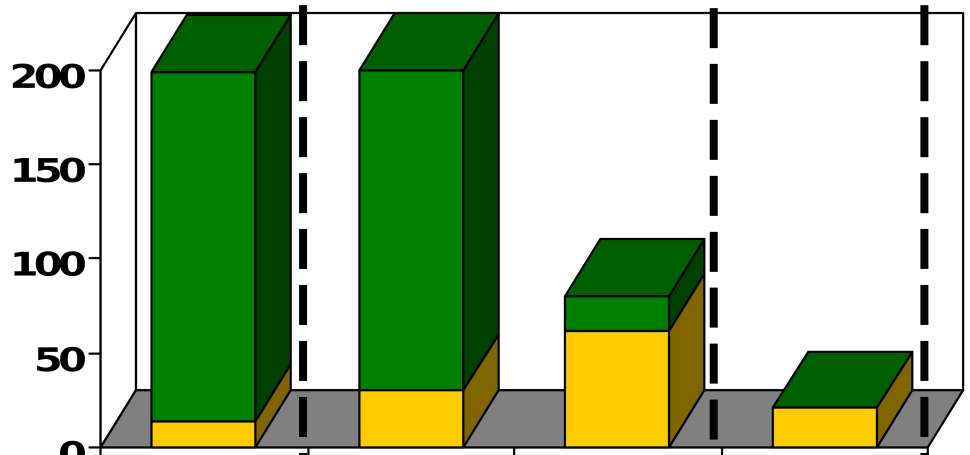
2159

1027

Proposed HQ TRADOC SAW Positions

Total HQ TRADOC Civilians (Ft. Monroe) 855

SAW Positions
GS Civilians Grades 12-15 Supv/Mgr/Ldr 127 (14.9%)



	GS 12	GS 13	GS 14	GS 15
Non-SAW	185	187	18	0
SAW Positions	14	30	62	21
Total	199	217	80	21

390

127

Army Training & Leader Development Panel Recommendations

O
integrated, systemic approach for Civilian Leader Development for the Army"

Key Recommendations:

- **Develop a centralized Army Civilian Education System** integrating civilian and military individual training, education, and development where appropriate (Lead: TRADOC)
- **Move civilian leader development proponency** from G-1 to G-3 with TRADOC as Executo

CSA Approved
16 June 03

ATLDP-Civilian
TRADOC Responsibilities

- **Develop Leadership Training Program; Integrate Into Military Courses, as appropriate.**
- **Leader Development Training for Interns/GS 5 - GS 15**
- **Execute Leader Development Training Policy**

Military to Civilian Conversions

- **HQDA directed conversion of spaces from military to civilian to generate additional military to support increasing number of BCTs**
- **TRADOC identified 3000 positions to convert**
  - Forwarded to HQDA for approval
  - 29 May 04 projected approval date
- **Funding is major issue**
  - HQDA commitment to fund positions
  - FY 05 – One half work-year funded
- **Significant mission impact if positions are not filled**
- **HR Plan working to fill jobs rapidly**
  - Centralized recruitment strategy
  - Initiate actions without funding
  - Finalize commitment when funding is available

HQDA Identified Military to Civilian MACOM Conversions

Command	Mil-Civ
ACA	15
AMC	200
ASC	30
ATEC	73
CIDC	13
COE	9
EUSA	14
FC	255
DA	800
IMA	4000
MDW	100
MEDCOM	3500
NETCOM	30
SDDC	13
SMDC	13
USASOC	50
TRADOC	2900
USAREUR	400
USARPAC	250
USMA	10
INSCOM	325
Joint/Defense	2000
Total	15000

Includes MEPCOM 384

Human Capital Planning "The Way Ahead"

- **Forecast future needs**
  - Analyze attrition/retirement rates
  - Avoid retirement bubble
- **Train to new skill requirements**
- **Fill 3000 new jobs**
- **Keep current positions filled**
- **Develop Civilian Leaders**
  - Send civilians to leader training
- **NSPS system development and education**
  - Change management training

BACKUP SLIDES

NSPS Information:

- DoD web site http://www.cpms.osd.mil/nsps/index.html
- Army web site http://cpol.army.mil/library/general/nsps/index.html
- TRADOC web site http://www.tradoc.army.mil/dcspil/CPD/nsps.htm

TRADOC Honorary Awards

TOTAL HONORARY AWARDS PROCESSED IN FY03 - 169

AWARD TYPE	PROCESSED THROUGH					
	CPD				HQ ORG	
	FY01	FY02	FY03	FY04	FY03*	FY04 (thru 2d Qtr)*
Department of Defense Distinguished Civilian Service Award (DODDC)	0	0	0	1	0	0
Decoration for Exceptional Civilian Service (DECS)	4	4	2	4	0	0
Decoration for Distinguished Civilian Service (DDCS)	0	0	0	1	0	0
Meritorious Civilian Service Award (MCSA)	33	24	36	24	0	0
Secretary of the Army Public Service Award (SAPSA)	4	1	1	2	0	0
Civilian Award for Humanitarian Service (CAHS)	2	3	1	1	0	0
Superior Civilian Service Award (SCSA)	4	19	9	1	29	14
Commander's Award for Civilian Service (CACS)	2	5	3	2	18	15
Certificate of Appreciation for Patriotic Civilian Service (CAPCS)	1	0	1	0	3	1
Outstanding Civilian Service Award (OCSA)	19	12	5	9	15	1
Commander's Award for Public Service (CAPS)	3	4	6	3	2	10
Achievement Medal for Civilian Service (AMCS)	0	0	0	0	38	10
TOTALS	72	72	64	48	105	51

*(*TRADOC Reinvention Proposal—FY03 permits non-Commanders at same rank/grade level of Commanders to approve awards at Headquarters TRADOC)*

Merit System Principles

- **Recruit qualified individuals from all segments of society; select and advance employees on the basis of merit after fair and open competition.**
- **Treat employees and applicants fairly and equitably without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition. Do not violate their privacy or constitutional rights.**
- **Provide equal pay for substantially equal work; reward excellent performance.**
- **Maintain high standards of integrity, conduct, and concern for the public interest.**
- **Use the workforce effectively and efficiently.**
- **Retain employees on the basis of their performance. Separate employees who cannot/do not improve their performance to meet required standards.**
- **Educate and train employees when it will result in better organizational or individual performance.**
- **Protect employees from arbitrary action, improper political influence, and personal favoritism.**
- **Protect employees against reprisal for lawful disclosures of information in "whistleblower" situations like when the employee reasonably believes there is illegal activity, gross waste of funds, abuse of authority, substantial danger to public health or safety.**

Prohibited Personnel Practices

- **Don't DISCRIMINATE on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.**
- **Don't SOLICIT OR CONSIDER employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics.**
- **Don't COERCE the political activity of any person.**
- **Don't DECEIVE OR WILLFULLY OBSTRUCT any person's right to compete for employment.**
- **Don't INFLUENCE any person to withdraw from competition for any position in order to improve or injure the employment prospects of any other person.**
- **Don't GIVE UNAUTHORIZED PREFERENCE OR ADVANTAGE to any person to improve or injure the employment prospects of any particular employee or applicant.**
- **Don't ENGAGE IN NEPOTISM. (I.e., as a public official, do not hire, promote or advocate the hiring or promotion of relatives within your agency.)**
- **Don't THREATEN OR RETALIATE against employees or applicants who exercise their appeal rights or who disclose "whistleblower" information to an agency Inspector General or the Special Counsel, or – if not prohibited by law, national defense interest, or Executive Order -- in other channels.**
- **Don't DISCRIMINATE based on personal conduct that is not adverse to the job performance of the employee, applicant, or others.**
- **Don't VIOLATE or recommend violation of a veterans' preference requirement.**
- **Don't VIOLATE any law, rule, or regulation that implements or directly concerns**